

ANNEX B: ORGANIZATIONS

Overview

The Army, as a key partner in the joint team, remains fully engaged throughout the globe in fulfilling its responsibilities to national security. Additionally, the most salient aspect of the current security environment is that we are a nation and an Army at war—a war unlike any we have experienced in our history. As the National Security Strategy (NSS) makes clear, “the enemy is not a single political regime or person or religion or ideology. The enemy is terrorism—premeditated, politically motivated

violence perpetrated against innocents.” This war is being conducted across the globe and throughout the full range of military operations against rogue states and terrorists who cannot be deterred, but nevertheless must be prevented from striking against the United States, our allies and our interests. Through a trained and ready force, the Army provides the nation joint and expeditionary forces able to transition to sustained land campaign forces, maintaining a nonnegotiable contract with the American people to fight and win the nation’s wars. To do this, the Army meets

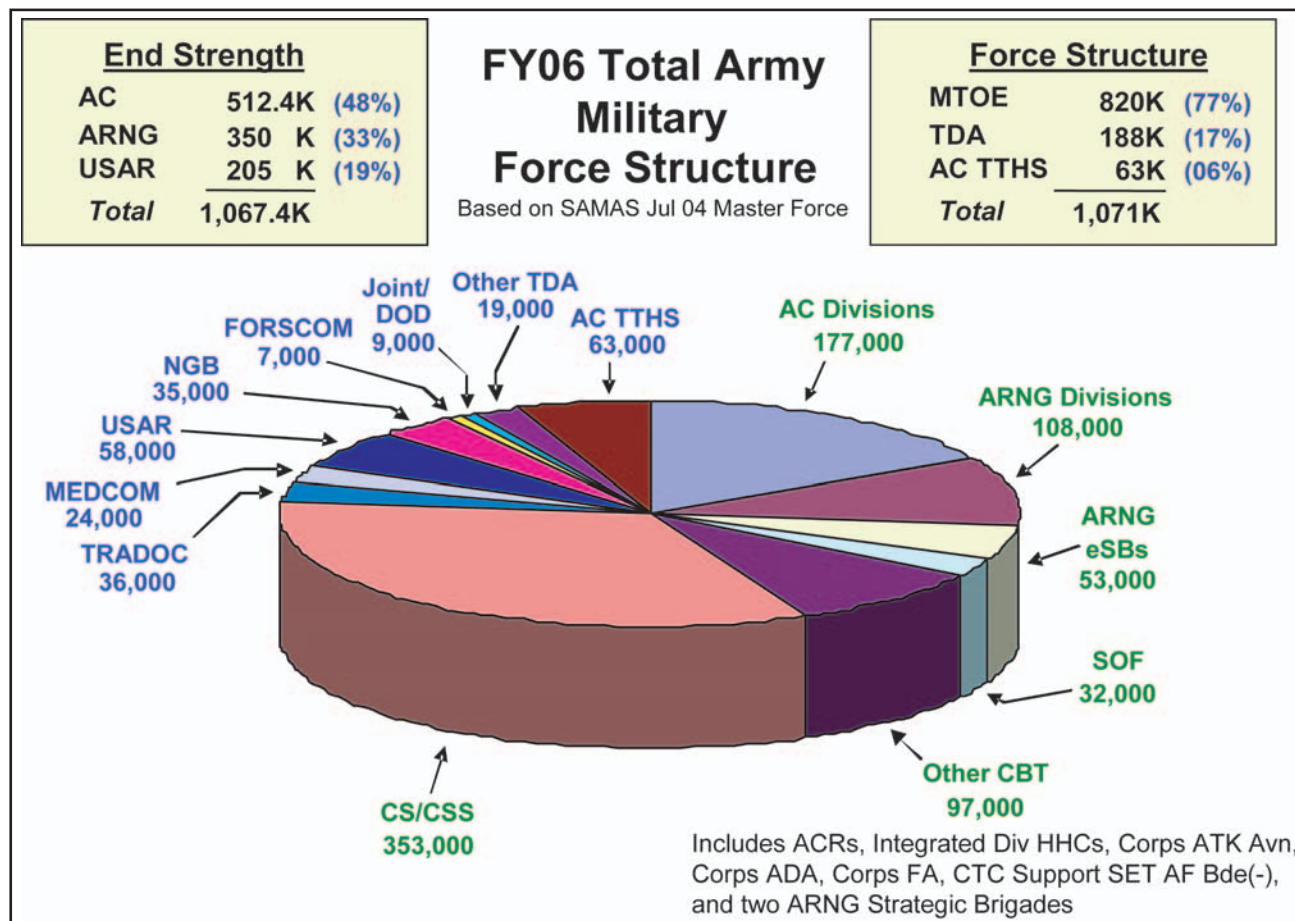


Figure B-1. FY06 Army Military Force Structure

the requirements articulated in the NSS, the Joint Strategic Capabilities Plan (JSCP), and the Contingency Planning Guidance (CPG). The Army is also transforming, as part of the Joint Force, to become more strategically responsive and dominant at every point on the spectrum of operations.

The Army in FY06 is comprised of the Active Component (AC) and Reserve Component (RC) Soldiers and Army civilians. It is organized into a modular brigade-based force consisting of Brigade Combat Teams (BCTs). Additionally, the Army will be converting combat structure to modular BCTs and appropriate combat support (CS) and combat service support (CSS) to support brigades. The AC will be postured to increase the number of BCTs up to five (from 43 to 48) if approved. Key generating force organizations (TDA) (Figure B-1) will continue to evolve, supporting the

brigade-based Army. As the AC completes this transformation, its end strength will grow temporarily by 30,000. As the RC completes its transformation, its force structure will adjust to reflect the growth of RC trainees, transients, holdees and students (TTHS) (8,000 for the Army National Guard (ARNG); 20,500 for the U.S. Army Reserve (USAR)). The Army requires funding through FY11 for AC end strength of 482,400 Soldiers; RC end strength of 555,000 Soldiers (350,000 ARNG and 205,000 USAR); and a civilian workforce of approximately 222,000 personnel.

Army—Current to Future

The Army's main effort is the development of more modular, strategically responsive organizations cultivating and institutionalizing a joint and expeditionary mindset throughout the force. Through this effort, the Army will

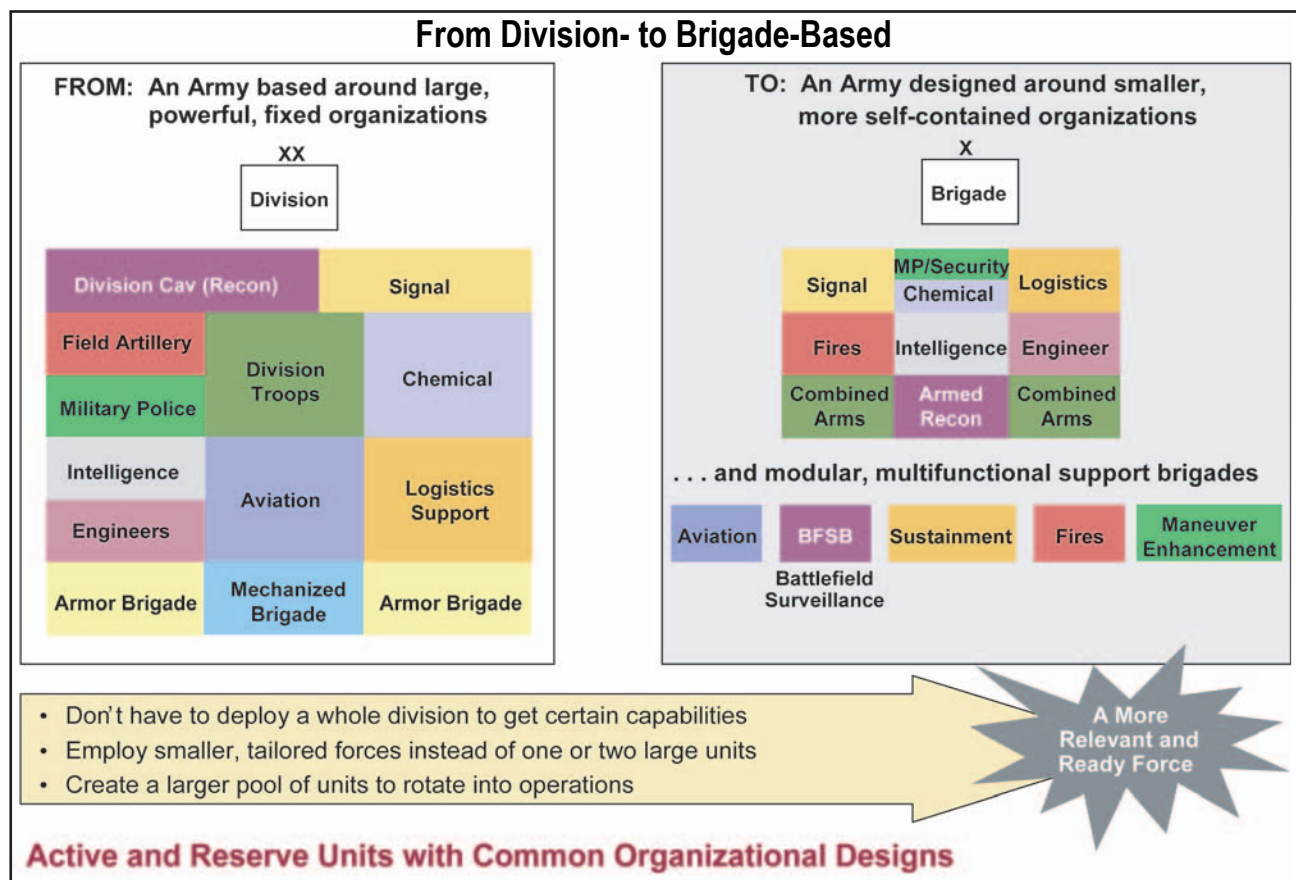


Figure B-2. Brigade-Based Force

greatly increase the combatant commander's ability to rapidly defeat any adversary or control any situation across the full range of military operations. Modular, capabilities-based forces will better support combatant commander requirements by more effectively enabling the delivery of the right Army capabilities at the right place and time. This is central to optimizing the relevance of Army forces to the combatant commander and expanding the joint team's ability to rapidly deploy, employ and sustain forces throughout the global battlespace in any environment and against any opponent.

Modular, capabilities-based Army force designs will enable greater capacity for rapid and tailorable force capability packages and improve the strategic responsiveness of the Joint Force for full-spectrum operations. Modular CS and CSS units with reduced logistics footprints and sense-and-respond logistics capabilities are essential to responsiveness, and they enhance the versatility of the Joint Force to seamlessly transition to sustained operations as a crisis or conflict develops. Informed by operational experience and Future Force designs, the Army began in FY04 to implement modular conversion in three of its AC divisions. These initial conversions served as prototypes to accelerate the modular redesign and fielding of the Current and Future Forces.

Moving toward completely independent echelon above brigade headquarters also enhances modular conversion. The Unit of Employment (UE) concept implements a UEx (higher tactical headquarters) and a UEy (operational-level headquarters); a modular command and control structure; and modular, capabilities-based BCTs organized to meet combatant commander requirements. Both types of UE headquarters, while able to accept joint capabilities such as a Standing Joint

Force Headquarters (SJFHQ) element, will have an organic capability, depending on the contingency, to perform functions as a joint task force (JTF) or joint force land component commander (JFLCC) headquarters with augmentation. Simultaneously, the Army is fielding a Stryker force of six BCTs that will meet the near-term requirements in support of warfighting combatant commanders by bridging the capability gap between our infantry and heavy current forces. These Stryker Brigade Combat Teams (SBCTs) are part of the Current Force. Throughout the transformation process, the Army continues to selectively modernize and recapitalize the Current Force in order to retain significant overmatch over present and potential adversaries.

The Army National Guard Division Redesign Study (ADRS) continues to convert selected combat forces to much needed CS and CSS while the remaining combat forces convert to the brigade-centric designs. The USAR will array its forces in support brigades and Army expeditionary packages to answer rotational missions and enduring warfight requirements.

The conversion of these modular BCTs will begin to posture the Army toward generating the first Future Combat Systems (FCS)-equipped units. In FY08, the Army will designate an FCS evaluation unit to guide the development of these forces. Additionally, the Army will spiral into its Current Force those proven capabilities that can be easily integrated into the Current Force.

Another supporting effort is the Army's redesign of its force generation forces (i.e., institutional forces and infrastructure) to gain advantages in force development, force projection, force management and force sustainment. This redesign is reshaping the Army, allowing operational forces to reach back into strategic

and national capabilities through enhanced communications and data exchange systems. Efficiencies gained in this area allow the Army to minimize theater-required capabilities while reducing strategic-lift requirements normally placed on the Army's sister Services.

The Army reinvests efficiencies gained across the current stock of capabilities and organizations into those organizations that are most critical to combatant commanders. The overhaul of our personnel and logistical systems create efficiencies in force structure that are then reinvested within operational forces to sharpen the package of capabilities required to fight and win our global war on terrorism and posture the Army for future operations.

The Army rebalances itself by adjusting the mix of AC and RC forces to quickly meet operational availability and rotational demands placed on the Army. These three aspects (force redesign, reinvestment and rebalancing), taken in the aggregate, enable the Army to dynamically recast its forces to meet the needs of the National Security and Defense Strategies, combatant commanders and Army commanders in an austere fiscal environment with acceptable risk. Army capabilities supporting the combatant commands are enduring. The Army assesses these demands to our Current and Future Forces and determines how best to resource them. In the end, the Army ensures that we do what is right for our people, maintains readiness, and transforms to a future, more strategically relevant, Army every day.

Logistics transformation is a key piece of Army transformation that directly supports the Army becoming a more strategically relevant force. The goals of logistics transformation are to ensure Army forces are capable of rapidly deploying in support of current and future operational force deployment objectives, ef-

fectively sustaining a full-spectrum Army while synchronizing Army and joint efforts to:

- Enhance strategic responsiveness—meet deployment time lines
- Optimize sustainment capabilities while minimizing the footprint
- Reduce the cost of generating and sustaining forces while maintaining warfighting capability and readiness

The Army's ability to support the National Security and Defense Strategies remains central to determining force structure requirements as we plan and execute Army transformation. The Army is leveraging information technology and structuring a totally integrated force, sized and shaped to meet worldwide commitments.

AC/RC Rebalancing

The Army is making a concerted effort to rebalance the mix of AC/RC forces with the goal of mitigating stress on high-demand RC units for overseas rotations. This rebalancing effort results in the restructuring of over 100,000 spaces of force structure in FY04-11.

The 9 July 2003 Secretary of Defense (SECDEF) memorandum on rebalancing forces directed the Services to eliminate the need for involuntary mobilizations during the first 15 days of a rapid response operation. Additionally, the Services were directed to reduce the current stress on RC units by structuring forces to limit involuntary mobilizations to not more than one year every six years. In response, the Army prepared two program change packages (PCP) for submission to the Office of the Secretary of Defense (OSD). The first PCP (PCP 06) dealt exclusively with the issue of responsiveness during the first 15 days of a rapid response operation. The

ensuing review resulted in the rebalancing of 5,600 spaces of force structure from the RC to the AC. PCP 07 was submitted to address the SECDEF's directive to limit involuntary mobilizations. Analysis focused on identifying RC organizational shortfalls in support of normal overseas rotational requirements. The resultant recommendation identified 4,000 spaces of RC force structure for rebalancing to create the high-demand unit depth required to limit involuntary mobilizations.

In an effort to improve the responsiveness of the Army, the Chief of Staff, U.S. Army (CSA), directed a follow-on effort to improve the overall readiness of both AC and RC deployable organizations. Efforts focused on improving overall personnel and organizational readiness through the elimination of authorized level of organization (ALO) as a resourcing strategy, establishment of TTHS-like accounts for both the ARNG and USAR, and implementation of force stabilization policies. Efforts also focused on improving relevance through the optimization of select RC force structure to perform homeland defense, and stability and support missions, and building the required depth to support long-term, steady-state rotational requirements. The rebalancing efforts associated with these initiatives resulted in the restructuring of over 85,000 spaces of force structure.

The end state of these collective rebalancing efforts is a ready and relevant Army, capable of responding to combatant commander requirements while simultaneously defending the homeland and possessing the requisite depth to conduct multiple stability and support operations.

Strategic Planning, Modular Support Forces Analysis (MSFA) and Total Army Analysis (TAA)

The 2004 National Defense Strategy establishes four strategic objectives: secure the United States from direct attack, secure strategic access and maintain global freedom of action, establish security conditions conducive to a favorable international order, and strengthen alliances and partnerships to contend with common challenges. The force-planning construct in TAA is still focused on the "1-4-2-1" strategy of: protect the homeland ("1"), deter forward in four critical regions ("4"), swiftly defeat adversaries in two near-simultaneous conflicts ("2"), while preserving for the president the option of decisively defeating one of those adversaries ("1"). The Army shaped the conditions of the TAA process by implementing an MSFA that yielded the support brigades required to support the brigade-centric Army. MSFA results informed the TAA process, which in turn addressed the requirement to maintain sufficient force generation capability and the need for rotational forces to support small-scale contingency operations.

While maintaining the capabilities necessary to meet operational demands, TAA06-11 provided the basis for meeting the transformation objectives of modular conversion and the AC/RC force balance objectives directed by the SECDEF and CSA in FY05. To meet these objectives, a temporary strength increase of 30,000 within the AC is projected through the end of FY09. Although strength within the RC remains at 555,000, the mix of force structure allowance within both the ARNG and USAR will change as TTHS accounts are established in both components by the end of FY08.

To ensure timely force structure programming to meet operational demands and transforma-

tion objectives, TAA is undergoing a change in process and time line. During the fall of FY05, the Army conducted a “mini-TAA” to identify force structure needed to support the brigade-centric organizations resulting from modular conversion—an MSFA. Beginning in January 2005, the Army initiated TAA08-13 to address all aspects of modular conversion, AC/RC balance, and rotational force requirements in preparation for the 2005 Quadrennial Defense Review (QDR 05) and the FY08-13 plan. By adjusting to an annual force analysis cycle, TAA will ensure the proper mix of force capabilities to ensure maximum support to the combatant commanders.

Operating Force Structure

The Army’s operating force must be sufficient in both size and capability to meet all requirements contained in the new defense strategy to provide the nation with a full range of land force capabilities in support of current and future joint warfighting.

The operating force is the warfighting portion of the Army—the force that fights and wins the nation’s wars by providing the combat capability necessary to sustain land dominance. The operating force accounts for approximately 79 percent of the Army.

Army operating forces can be notionally divided into major groups: maneuver brigades, operational headquarters, support brigades, and special operations forces.

Maneuver Brigades

The decisive effort of Army transformation is the creation of modular, combined-arms maneuver BCTs. As part of this transformation, the Army migrates capabilities that were previously found at divisions and corps to the brigade—the building block of combat forces

in the Future Force. Each type of brigade will be of standard configuration and organization. Further, these brigades will gain improved force packaging, sustainability, battle command and situational awareness while retaining the same lethality as the larger, task-organized BCTs. These units will serve as the foundation for a land force that is balanced and postured for rapid deployment and sustained operations worldwide. Army general-purpose, modular formations will be capable of rapidly foreclosing an adversary’s options, achieving decisive results in major combat operations, and setting many of the security conditions for enduring conflict resolution.

The three BCT designs are infantry, heavy (armored/mechanized) and Stryker. These BCTs are similar in overall configuration. Infantry and heavy will be organized with two maneuver battalions, while the Stryker will have three. Infantry and heavy will have an armed reconnaissance or reconnaissance, surveillance and target acquisition (RSTA), squadron; a fires battalion; a support battalion; and a brigade troops battalion. Stryker will not have a brigade troops battalion but will contain an engineer company. These designs are shown in Figure B-3.

- The brigade troops battalion provides the command posts, liaison, military intelligence and signal support for the brigade.
- The armed reconnaissance squadron or RSTA battalion conducts reconnaissance, surveillance and target acquisition functions for the brigade. It consists of conventional and chemical reconnaissance units.
- The two combined arms battalions are the maneuver forces for the infantry and heavy BCTs and consist of four infantry or armor companies. They also pos-

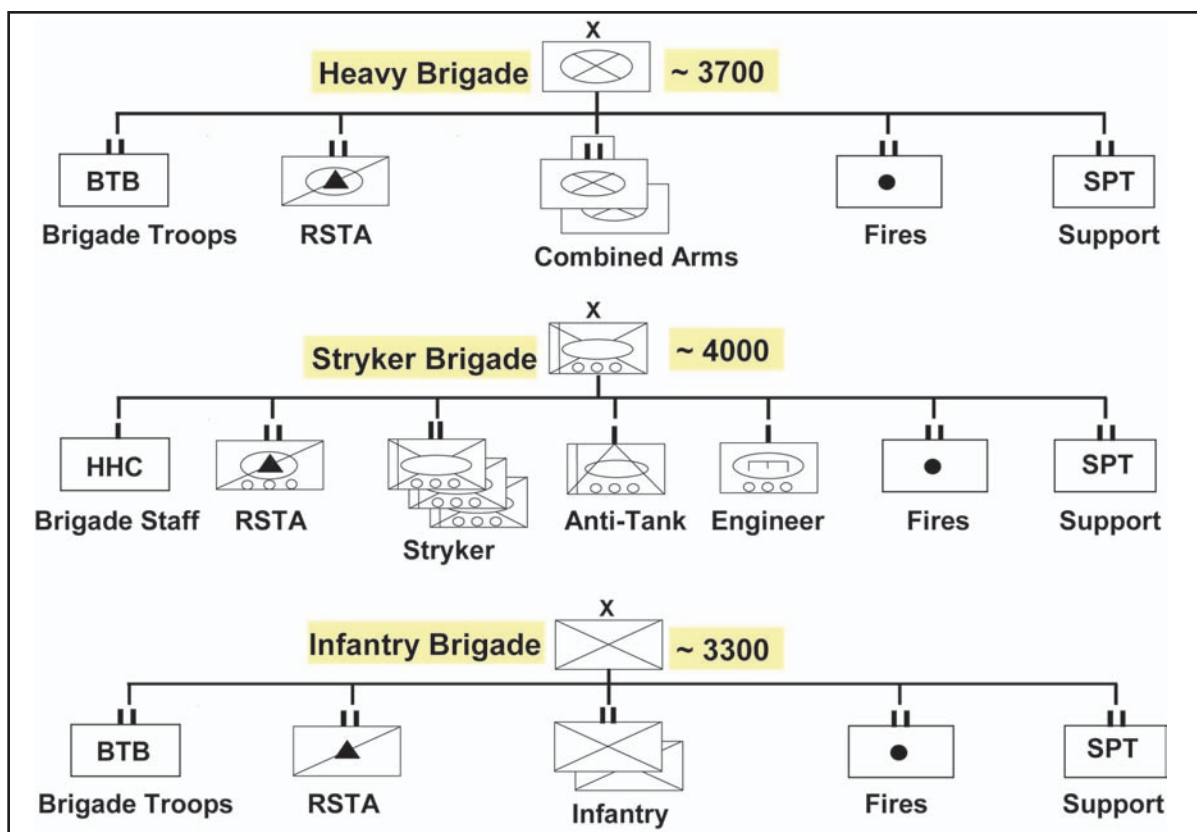


Figure B-3. Brigade Combat Teams

sess scouts, engineers and sustainment forces.

- The fires battalion consists of two artillery batteries with target acquisition and countermortar radar systems.
- The support battalion provides additional transportation, distribution and maintenance functions that cannot be covered by the forward support companies. It also directly supports the brigade troops battalion.

Modular Headquarters. Between now and 2010, two standing echelons will replace the existing structure of divisions, corps and echelons above corps. These echelons are currently designated UEx, which normally has tactical and operational control of brigades, and UEy, which normally provides the Army's functional capabilities to the joint force commander. While the natural tendency is to think

of these echelons as linear improvements to the division and corps, the UEx and UEy are not. Both higher echelons will be modular entities designed to employ a tailored mix of forces and will integrate joint functions by design. Both headquarters will also be able to work directly for the joint force commander. Figure B-4 shows these headquarters, the redistribution of functions, their relationship to each other and their correspondence to former organizations.

Unit of Employment X (UEx). The UEx is the Army's primary tactical and operational warfighting headquarters. It is designed as a modular, command and control headquarters for full-spectrum operations. The UEx has no organic subordinate units other than the actual headquarters units. These headquarters will employ separable, deployable command posts for rapid response and entry; provide reach and reachback capabilities to

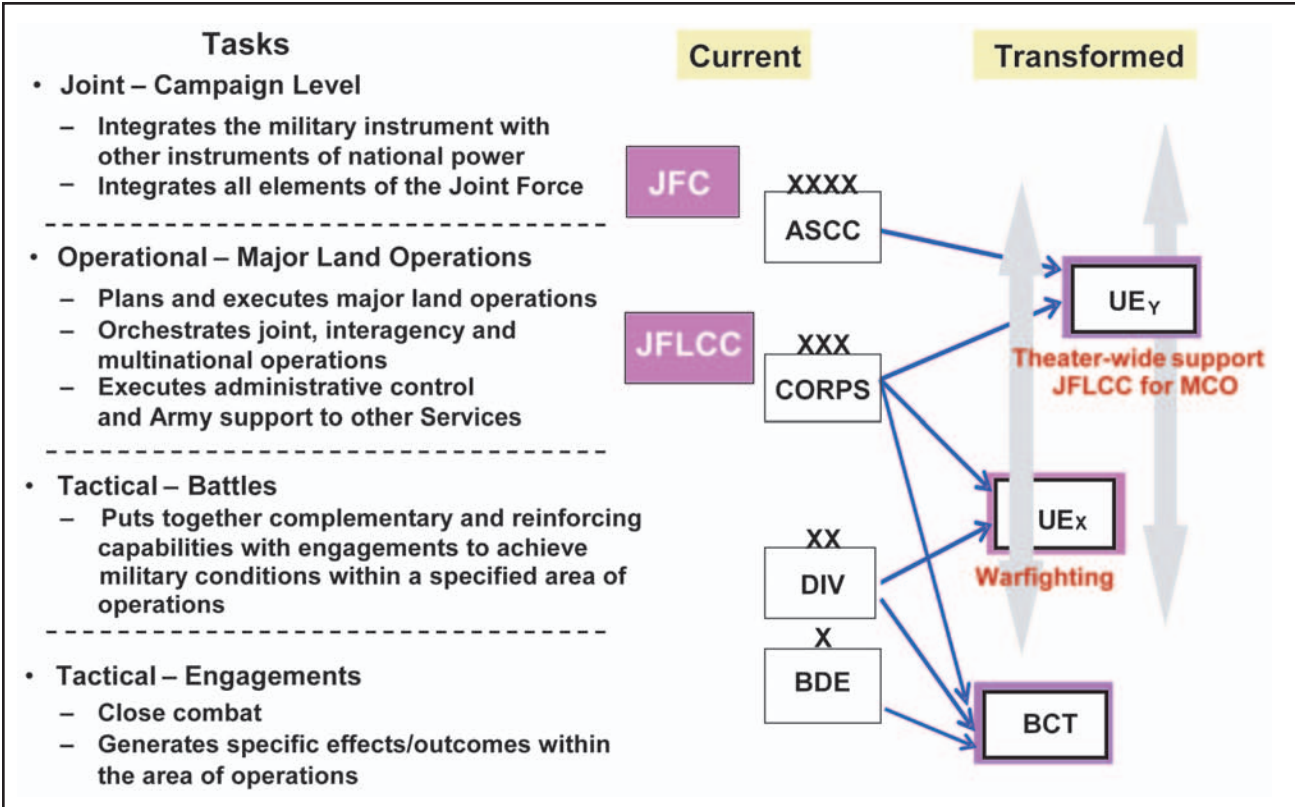


Figure B-4. Levels of Command Transformed

minimize forward footprints; and be network-enabled organizations capable of enhanced battle command. The UEx headquarters has organic liaison teams. It does not depend on any subordinate brigade to provide elements of the special staff, and it has a security company that can provide security platoons to its mobile elements. The UEx headquarters design is shown in Figure B-5. The UEx is organized, manned, trained and equipped to:

- Control up to six maneuver brigades. It may control more maneuver brigades in protracted stability operations. The UEx may also control more maneuver formations when the maneuver units are cycling through mission staging. The brigades may include any mix of heavy, infantry, Stryker and, eventually, FCS-equipped brigades.

- Control a tailored mix of other warfighting functions organized under multifunctional brigades including fires, maneuver enhancement, battlefield surveillance, aviation and sustainment brigades. The mix of forces assigned to the support brigades is determined by mission, enemy, terrain and weather, time, troops available and civilian (METT-TC) and not by standard template.

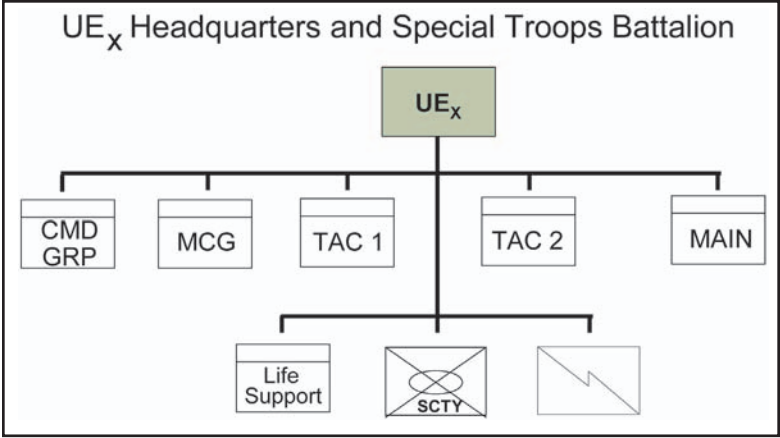


Figure B-5. Unit of Employment X

- Organize and distribute command and control assets according to the situation. The UEx commander may alternate command posts between planning and execution functions and assign them to geographically dispersed operations as shown in Figure B-6. The commander may allocate them to divergent, simultaneous operations or functions.
- Function as an Army forces (ARFOR) headquarters or the joint force land component commander (JFLCC) for small-scale contingencies. The UEx may serve as both the ARFOR and JFLCC simultaneously, although augmentation may be required for extended operations.
- Direct mobile-strike and precision-strike operations through mission orders to the aviation and fires brigades.
- Control battalion-sized to brigade-sized air assaults within its assigned area of operations (AO), using aviation elements under its operational control. However, the UEx does not control simultaneous airborne operations and air assault operations. Most airborne operations will require either a brigade-sized airborne task force or another UEx.
- Employ sustainment brigades provided by UEy elements to establish temporary bases as required. Using these bases, the UEx rotates brigades through mission staging operations (MSOs), supports replenishment operations in the maneuver brigades' AOs, and provides area support to other brigades supporting the operation. The UEx employs maneuver enhancement brigades and maneuver forces to provide area security for these bases.
- Operate independently along a line of operations during offensive operations, or in an AO to establish the military conditions required for the successful conclusion

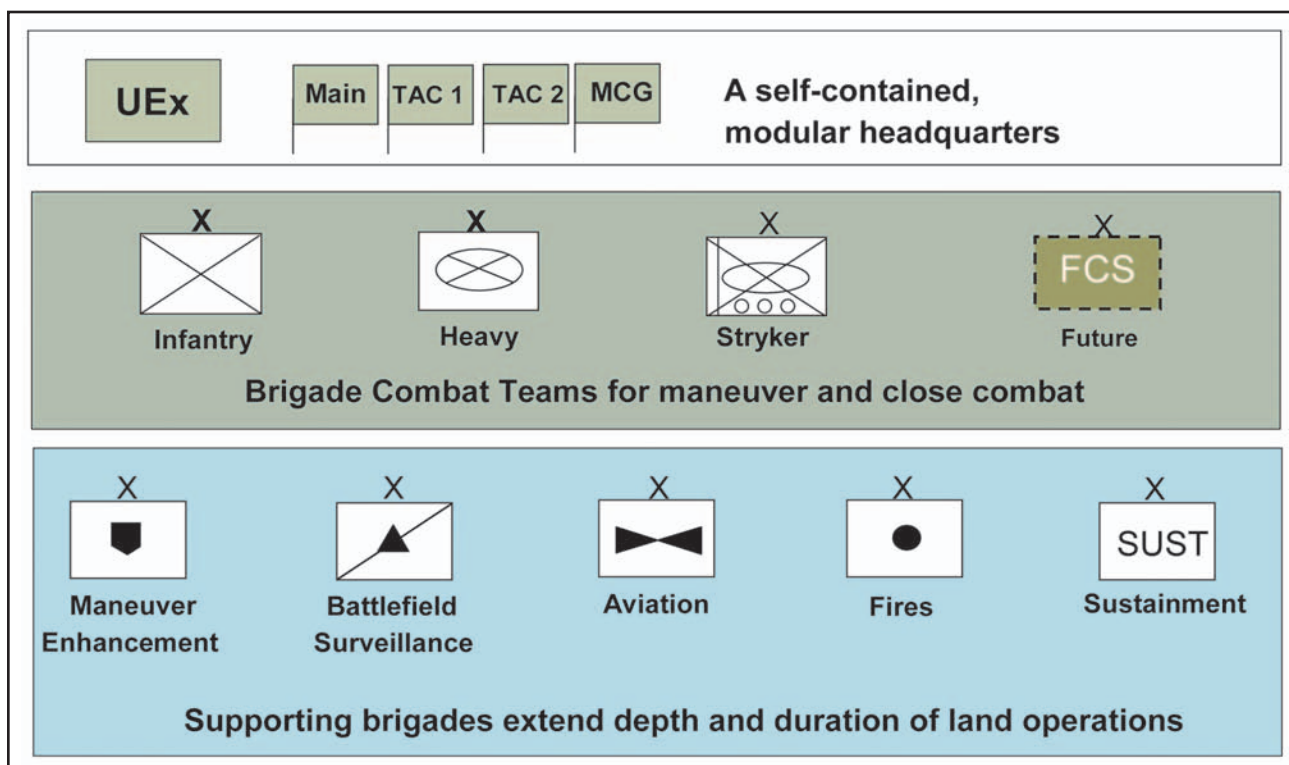


Figure B-6. UEx Notional Package

of the major land operation or joint campaign.

The Unit of Employment Y (UEy). A concept is under development for an Army theater-level headquarters to support regional combatant commanders. This concept calls for the consolidation of functions currently performed by corps and Army service component commands into a UEy organization. The UEy would focus on the Army's component responsibilities for the entire theater's joint, interagency and multinational operational land forces. During major combat operations, where the regional combatant commander is the joint force commander, the UEy would normally become the JFLCC and exercise operational control over tactical land forces. The specific organization of each UEy would

be based upon the requirements of the joint force commander and the conditions in the theater. The UEy would normally include associated intelligence, sustainment, signal and civil affairs (CA) capabilities. This would enable Army forces to be more responsive to the needs of combatant commanders, as shown in Figure B-7.

Support Brigades. Each support brigade shares a set of common characteristics. First, the support brigade will be tailorable based on mission, enemy, terrain and weather, troops and support available—time available (METT-TC). Even those with most or all of their subordinate units organic, such as aviation brigades, can be tailored for specific missions. Second, the brigades themselves will have to be modular so that they can plug

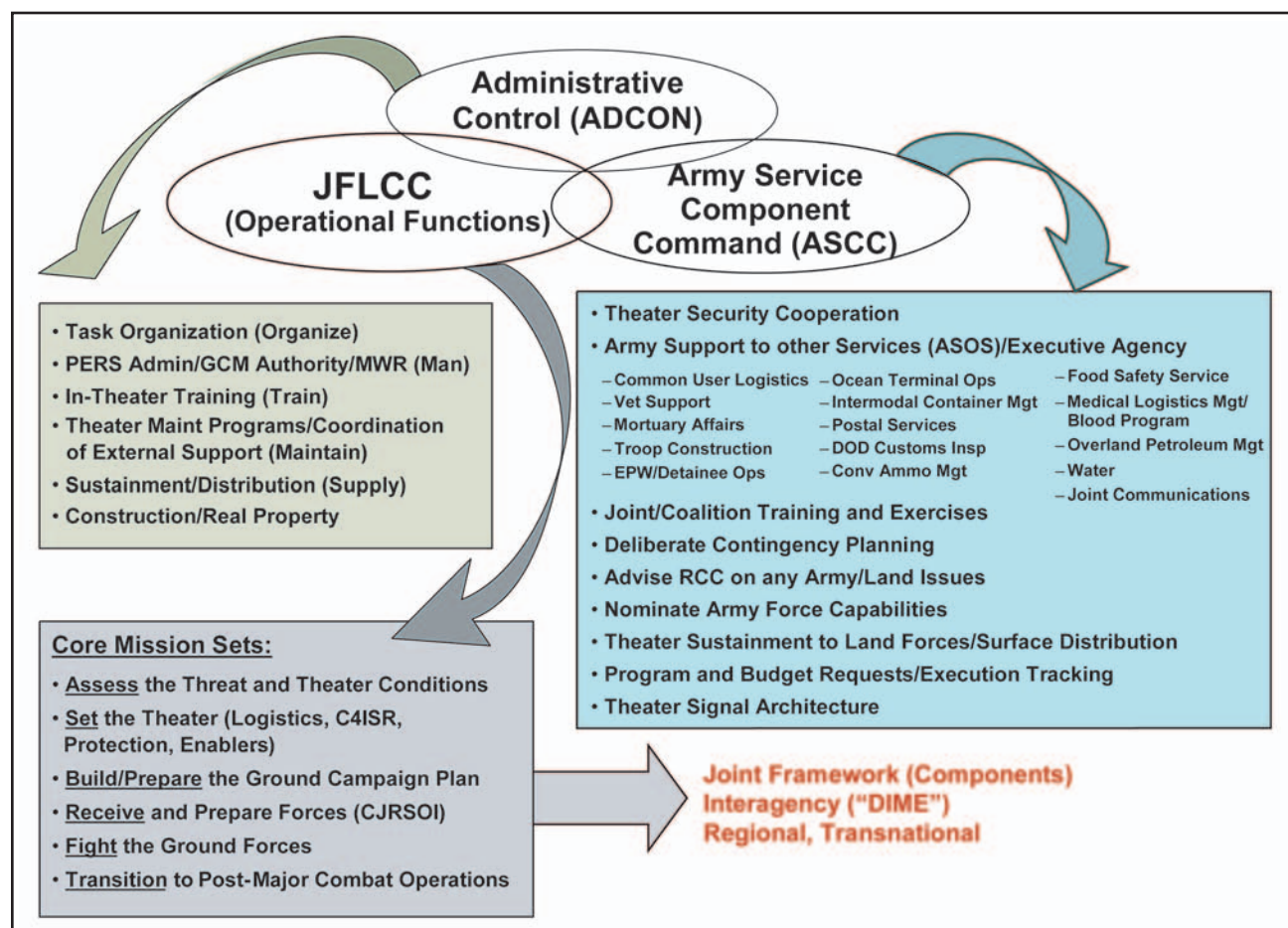


Figure B-7. UEy Theater Functions and Required Capabilities

into or out of any headquarters easily and effectively. Each will have the network connectivity and a liaison officer to work not only for UE headquarters, both UEx and UEy, but also for another Service, another functional headquarters or a multinational headquarters. These units will be inherently joint in that they will be able to access and use appropriate joint enablers to accomplish their functions, and they will be able to, in turn, contribute to the joint capability. For example, battlefield surveillance brigades (BFSBs) will access and use joint intelligence to help it cue its own assets. It will feed the information it develops about the enemy into the joint force commander's intelligence picture. Finally, the support brigades will have capabilities that can be used by the UEx commander to task organize other brigades assigned to the UEx. For example, the fires brigade will have artillery that can reinforce artillery within a

BCT, or be given a direct support mission to the aviation brigade for deep attack missions. Similarly, the mission enhancement brigade will be able to reinforce or provide basic capabilities for air defense for a fires brigade, provide additional engineer capabilities to any other brigade, or provide nuclear, biological and chemical (NBC) decontamination to other brigades.

In conjunction with developing modular maneuver brigades, the Army is also developing distribution support capabilities aligned by specific functions. Conceptually, these support brigades are currently aligned with UEx headquarters; they are self-contained organizations that are capable of deploying and operating independently. The functions of the support brigades are outlined in Figure B-8.

The fires brigade will provide the UEx commander with precision-strike capabilities that

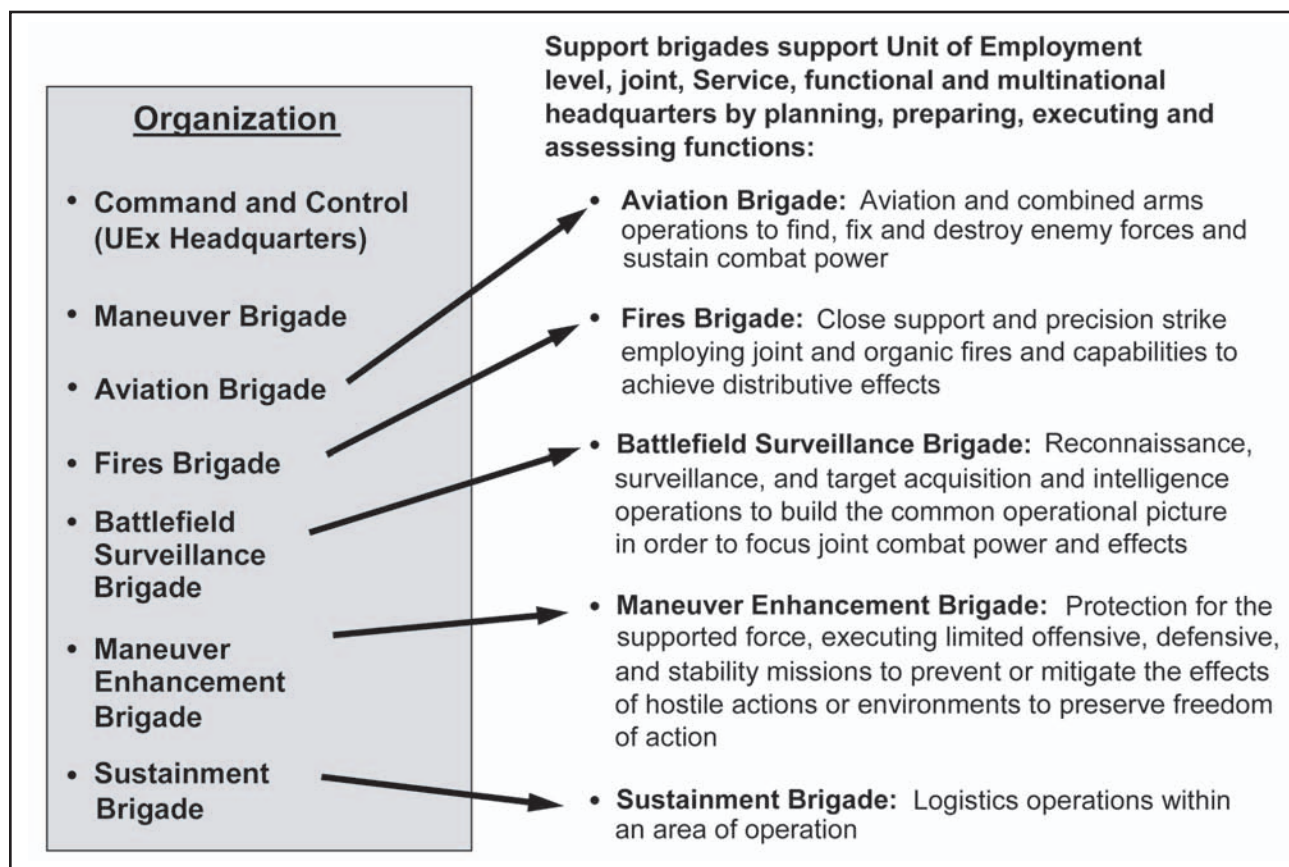


Figure B-8. Functions of Support Brigades

can control both Army and joint fires throughout the depth of the UEx AO. It has organic target acquisition capabilities and will be tied closely to reconnaissance and surveillance assets. It is capable of executing both lethal and nonlethal effects for the commander and will be able to direct armed UAVs. Figure B-9 shows the fires brigade organization.

As its primary mission, a BFSB will synchronize all of the dedicated collection assets available to the UEx. It will link to joint intelligence, surveillance and reconnaissance capabilities. This brigade will complement the situational understanding developed by the maneuver brigades and lead the fight for information

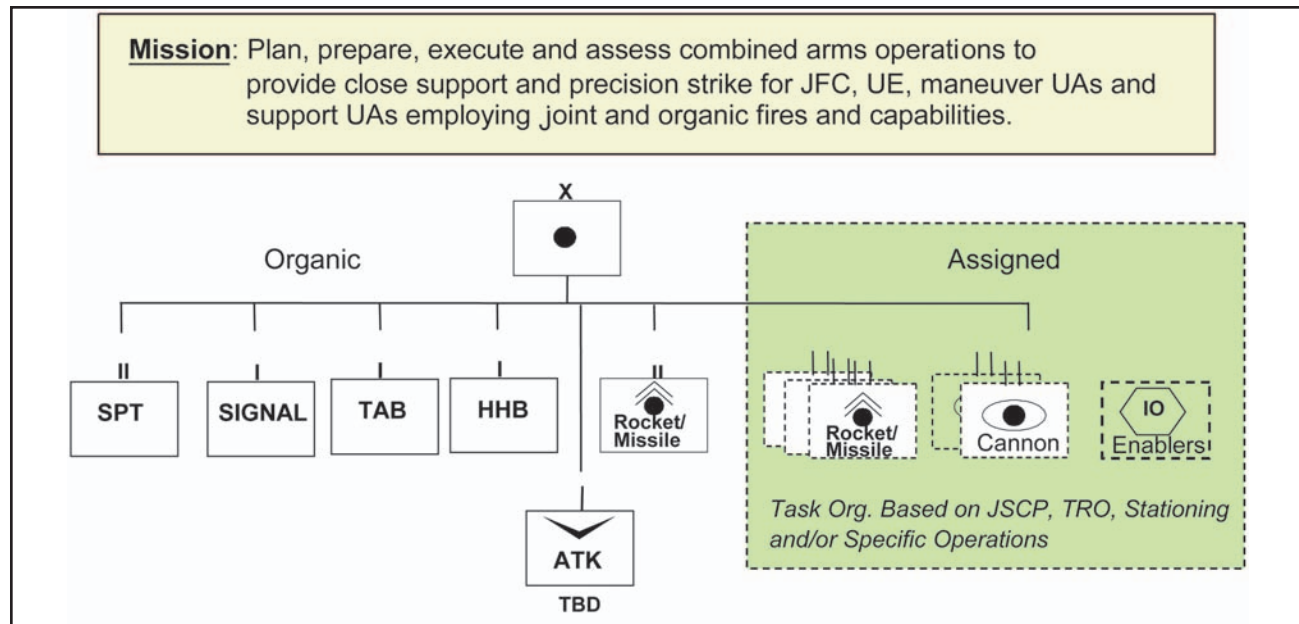


Figure B-9. Fires Brigade

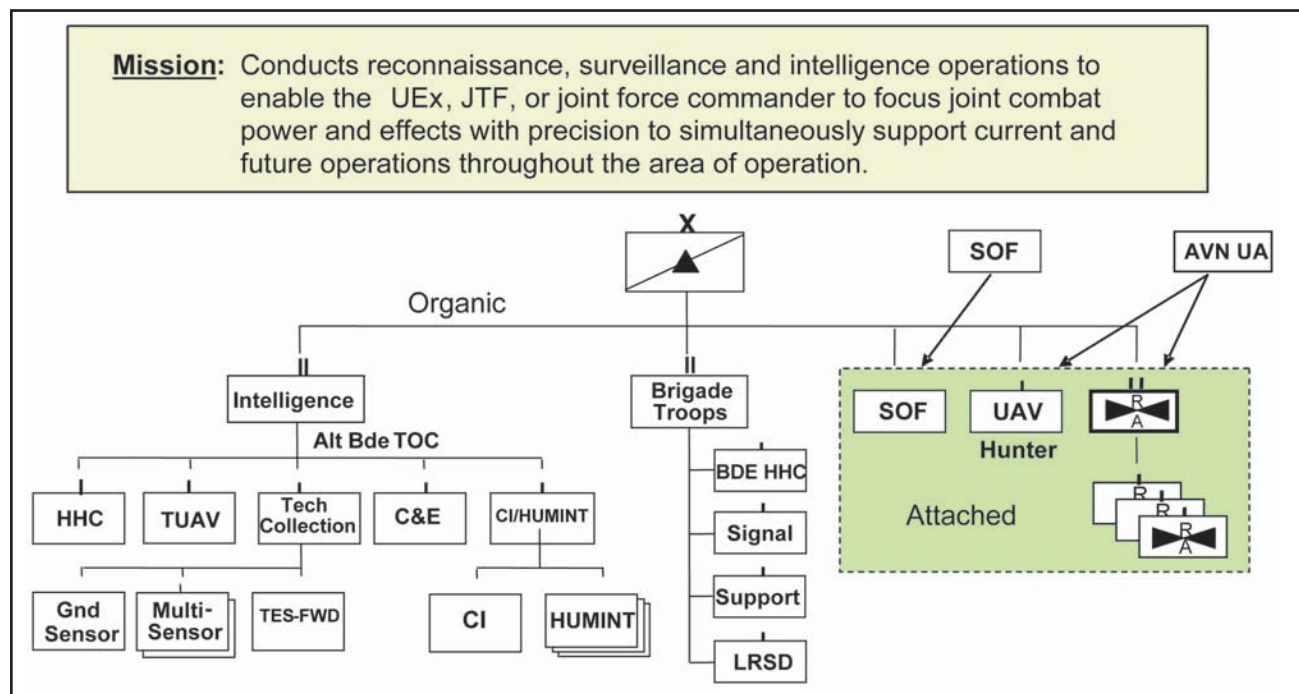


Figure B-10. Battlefield Surveillance Brigade

within its AO. The BFSB structure is shown in Figure B-10.

The maneuver enhancement (ME) brigade will synchronize protection, mobility and unique effects capabilities across the entire AO. It is to be the joint rear coordinator when the joint force commander designates the Army to carry out this function. It will have a staff capable of planning air defense; NBC defense; military police actions and construction

engineer tasks. The ME brigade organization is shown in Figure B-11.

The sustainment brigade will provide logistics support for the UEx and its subordinate units throughout the AO. The sustainment brigade will link theater-level supply and service activities with the maneuver brigades' organic sustainment organizations, as shown in Figure B-12. Over the near term, the Army is developing a comprehensive sustainment concept for the new modular force design.

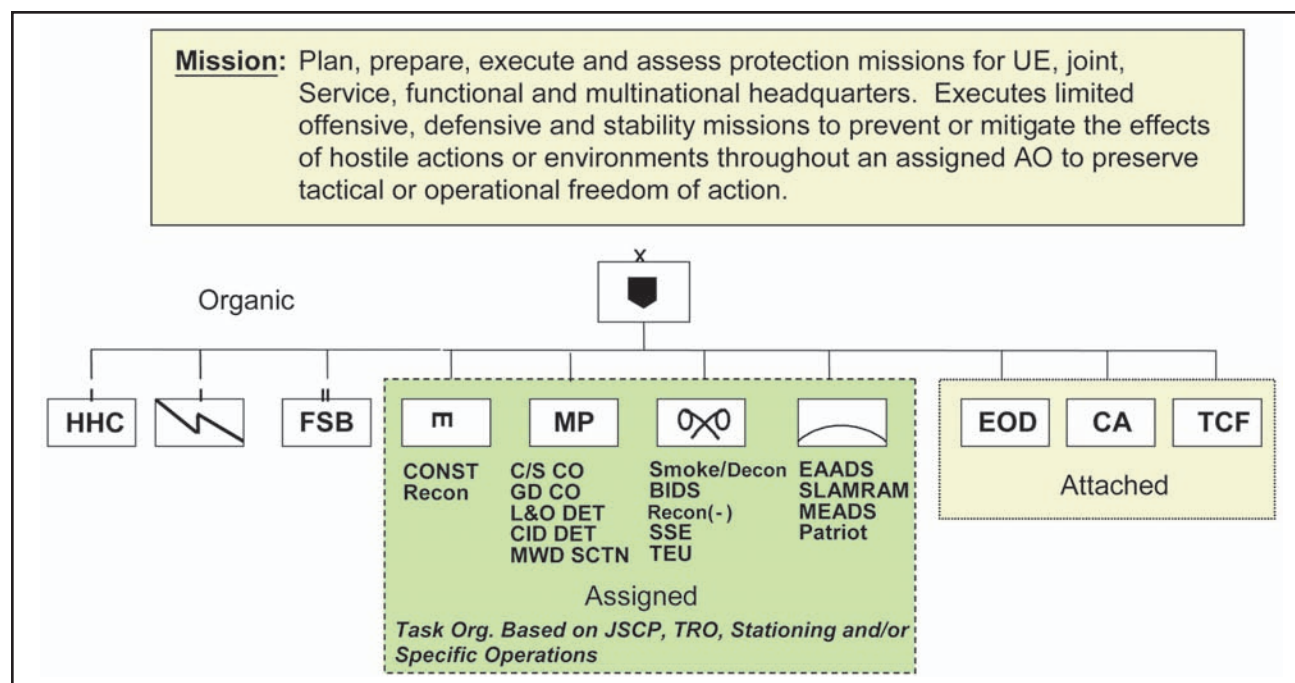


Figure B-11. Maneuver Enhancement Brigade

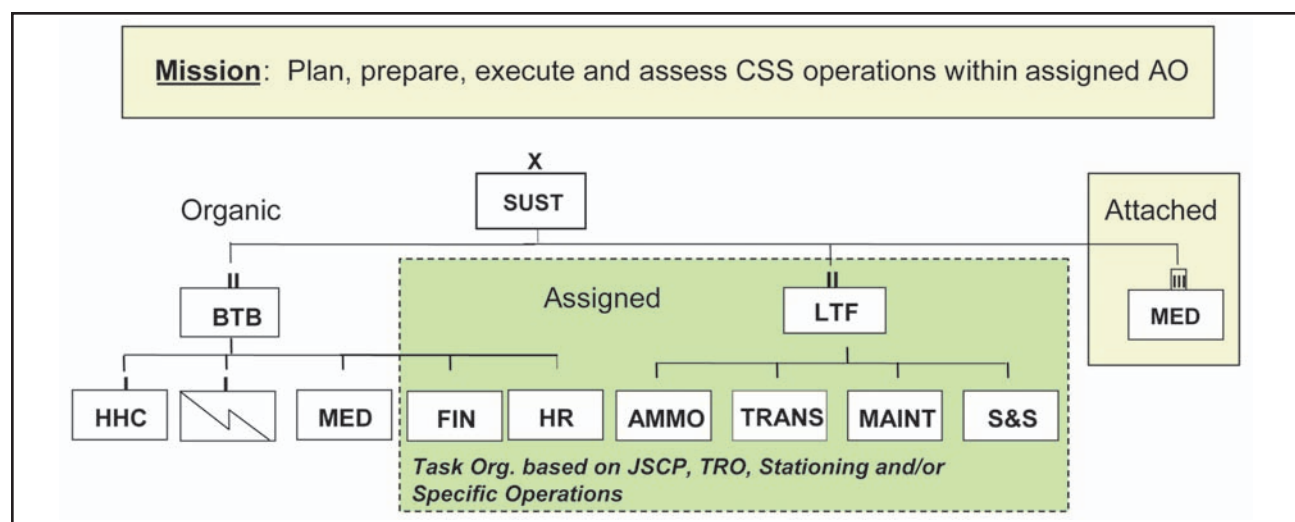


Figure B-12. Sustainment Brigade

The aviation brigade (Figure B-13) will be fully capable of planning, preparing for, executing and assessing mobile-strike operations and deep attacks using attack helicopters. It will retain a fully capable fire support element that possesses suppression of enemy air defense, maintains the intelligence links to track targets, and includes the Army aviation battle command element to coordinate airspace control measures as necessary—all linked to the appropriate joint systems.

force and land component commanders. ARSOF helps in shaping the security environment by dissuading and deterring potential adversaries, creating indigenous capabilities that strengthen resistance to the influence of potential adversaries and, when necessary, executing prompt, responsive and decisive operations to achieve military and national objectives. In response to an increasing demand for ARSOF support to joint force commander campaign plans, the Army has

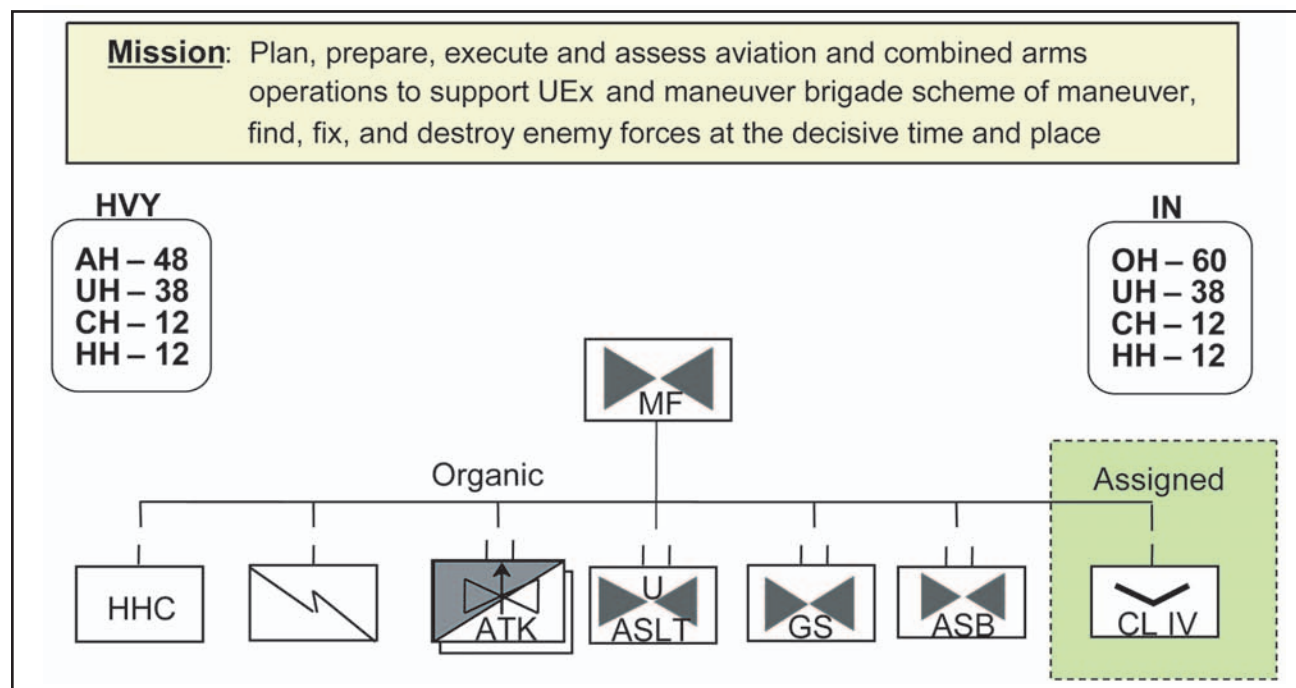


Figure B-13. Aviation Brigade

When completed, Army modular organizations will be menu items—brigade-sized formations that accomplish the major functions required for the full range of military operations from which the joint force commander may choose to meet his needs. The mission requirements determine the mix of forces without the constraints of fixed, large, standing organizations such as divisions or corps.

Army Special Operations Forces (ARSOF)

ARSOF is an indispensable part of the Army that provides unique capabilities to the joint

validated and resourced growth in its SOF structure. ARSOF special forces (SF), CA, psychological operations (PSYOP), aviation, Rangers and CSS restructuring has been critical to the Army transformation strategy.

Special Forces Group (Airborne) (SFG (A)) Band I redesign increases combat power by providing augmentation in battle staff support to special forces operations base (groups) and forward operations base (battalions) that raise their self-sufficiency and sustainment capabilities. It maximizes the SFG (A) ability to train, plan, conduct and sustain full-spec-

trum unconventional warfare operations and theater crisis response missions. It integrates situational awareness technology and tactics, techniques and procedures to the SF operational detachment-Bravo (company) level.

Civil affairs (CA) redesign provides a more robust force structure in support of ARSOF requirements by creating an AC CA brigade with four regionally oriented AC CA battalions and adding a fourth RC CA company to each USAR CA battalion. Common to AC and RC redesigns are new capabilities such as enhanced civil affairs teams (CAT), an organic and deployable civil-military operations center (CMOC), organic civil affairs planning teams (CAPT), and an organic civil information management section capable of integrating and fusing the civil common operational picture (COP) into the joint force commander's COP.

Psychological operations (PSYOP) redesign creates additional AC and RC tactical PSYOP companies and two additional RC tactical battalions. Common between AC and RC redesigns are new capabilities such as enhanced tactical PSYOP companies equipped with organic print capability and enhanced regional PSYOP battalions capable of forming the core of psychological operations task forces (POTF). AC and RC dissemination forces are rebalanced; their improved reachback technologies ensures the rapid development and production of PSYOP products; and the fielding of the latest product dissemination technology (radio, TV, print) provides advanced distribution capabilities.

AC CA and PSYOP redesign provides a bridge capability to the Army's modular force until the USAR CA and PSYOP units can mobilize and deploy. RC CA and PSYOP redesign meets Army modular force initiatives, supporting the UEx/brigade, operational con-

cepts. In summary, these CA/PSYOP force design updates (FDU) are essential elements of transformation that, once approved and resourced, will provide significant capabilities to the Joint Force.

Army special operations aviation (ARSOA) redesign creates a robust force structure capable of providing sustained special operations rotary-wing aviation support (a high-demand/low-density asset) to both Army and other joint SOF elements. The forward expeditionary force structure is conceptually modular and includes aviation expeditionary forces that are more flexible, sustainable and mission tailored. Once approved and resourced, all ARSOA battalions will field like-model aircraft (MH-47G, MH-60M and A/MH-6M) and be able to deploy modular special operations aviation expeditionary detachments (SOAED) with enhanced command, control and sustainment capabilities.

ARSOF provides the Joint Force with niche capabilities across the full spectrum of operations. ARSOF transformation and growth is critical to sustain the current and projected operational tempo (OPTEMPO) requirements of the global war on terrorism and other future operations. ARSOF redesign and development of effective battle command systems that assure interoperability between SOF and conventional forces are paramount.

Other Operational Capabilities

As part of the modular conversion of its forces, the Army is examining specific functional capabilities that it provides to the combatant commanders. Organization of these capabilities will continue to evolve as the Army matures its UEy-level support concepts for the combatant commanders.

Air and Missile Defense (AMD)

The Army will no longer provide an organic air defense artillery (ADA) battalion to its divisions. Nine of the ten AC divisional ADA battalions and two of the eight ARNG divisional ADA battalions will inactivate. The remaining AC divisional ADA battalion along with six ARNG divisional ADA battalions will be pooled at the UEx to provide on-call AMD protection. The pool of Army AMD resources will address operational requirements in a tailorable and timely manner without stripping assigned AMD capability from other missions.

This pooling concept supports the Army's effort to move to modular designs that allow force tailoring of units better sized to meet combatant commanders' needs and homeland security/defense requirements.

The AMD transition plan converts the AMD force to modular designs with the capability to meet the emerging threat of tactical ballistic missiles, cruise missiles and unmanned aerial vehicles.

Future Engineer Force

Our Army is pursuing the most comprehensive transformation of its forces in the past century as part of the joint effort to transform the U.S. military to protect our national security interests in the future operational environment. Engineer transformation is an essential part of achieving the capabilities required for joint and Army Future Force success. The primary function of the engineer regiment is to assure the mobility of the force at the strategic through tactical levels. Assured mobility is a framework of processes, actions and enabling capabilities intended to guarantee the maneuver force commander the ability to maneuver when and where he desires without interruption or delay to achieve his intent.

The future engineer force is a modular organization that is adaptable and capable of augmenting maneuver BCTs, support brigades and the UEx. There are two categories of future engineer force organizations: embedded engineer force and engineer force pool.

The embedded engineer force is organic to the Army's basic building blocks—the maneuver BCTs. It provides a foundation of mobility capability that small unit formations inside combined arms battalions require full time. The engineer force pool includes all engineer units not organic to a maneuver BCT or embedding in a BCT/UE staff. The engineer force pool consists of baseline forces, mission unit forces, and engineer battle command. The baseline engineer force contains the engineer modules and the scalable command and control frequently required by both maneuver BCTs and support brigades at UEx. The baseline forces serve as the primary building block for providing UEx with tactical and operational engineer capabilities. The mission unit force is comprised of highly specialized engineer capabilities required by baseline forces to execute some missions in support of maneuver BCTs, support brigades, UEx and virtually all of the engineer missions at theater level.

Medical Modernization

The Army continues to work toward completion of the Medical Reengineering Initiative (MRI) as resources become available. MRI reorganizes deployable medical forces at corps and echelon above corps and provides the transitional pathway to the Future Force. To improve the tailorability and modular nature of its structure and permit rapid integration to joint expeditionary applications, the U.S. Army Medical Department has introduced a new concept known as Adaptive Medical Increments (AMI). AMI takes existing medical

force structure and offers the joint and Army planners a wider selection of prepackaged, cellular subcomponents. This concept allows greater flexibility in developing modular deployment support packages.

As the Army transforms and adapts to a changing world environment, the balance of AC and RC is also changing. Our RC is divesting itself of specific laboratory specialties that historically are difficult to recruit and maintain. At the same time, the Reserves are increasing numbers of forces in areas that are more suitable, such as medical logistics. This shift of technical specialties to the AC will improve the Army's ability to respond quickly to the growing number of contingencies around the globe.

Chemical Corps Redesign

The U.S. Army Chemical Corps is undertaking a dramatic change of its force structure in order to meet the demands of the current operational environment. The new chemical unit designs focus on modular conversion and flexibility to support both warfighters and domestic response requirements.

The redesign of the Chemical Corps simplifies its overall force structure. The CS, corps and heavy divisional chemical companies will all be multifunctional companies. The CS company will have platoons capable of conducting NBC reconnaissance and decontamination missions. These companies will also have platoons structured to perform biological detection. All of these companies will possess the skills and training necessary to support forces in combat as well as to provide support to DOD or civilian authorities in response to domestic chemical, biological, radiological and nuclear (CBRN) incidents. Challenges are anticipated in ensuring these units are equipped with the reconnaissance platforms,

decontamination systems, and biological detection equipment necessary to perform their critical missions.

Baseline biological detection and large-area smoke generation will continue to be provided by specialized units, and Chemical Corps personnel will continue to man critical staff positions throughout the Army to advise and train personnel in NBC defense.

Military Police

Transformation, homeland security, the global war on terrorism and current operations have served as catalysts for significant changes to the Military Police Corps. These changes are a combination of organizational designs, increases in force structure to better accommodate requirements and better balance of the AC/RC force mix.

The primary design change is restructuring of the internment/resettlement (I/R) battalions to provide the Soldier/unit skill set required to better meet current and emerging worldwide detainee operations, while still being able to conduct traditional enemy prisoner of war and U.S. military confinement missions. The new I/R battalion design retains existing modular and scalable characteristics, and can be sourced with AC and RC units. Additionally, military police (MP) are moving toward increased standardization of companies, decreasing the number of specialized, limited-purpose organizations and increasing the number of multifunctional "workhorse" MP CS companies, while changing the force design of these latter units to better standardize platoon and squad configurations in support of modular force.

The terrorist events of 11 September 2001 and ensuing military operations significantly increased the already high OPTEMPO of the MP Corps. Because of this high demand for

MP units, the Army is increasing the number of AC MP organizations to better meet requirements without undue stress on assigned Soldiers. MP Soldiers and units continue to support operations from homeland security to operations in Southwest Asia. MP Corps will continue to meet the rotational demands for operations such as guarding detainees at Guantanamo Bay and in Afghanistan and Iraq, contributing to peacekeeping missions such as Bosnia and Kosovo, investigating terrorist and criminal operations, supporting reestablishment of law and order, and conducting stability and insurgency operations following major combat operations.

In response to the continuous high demand for MP Soldiers and units skilled in law enforcement and criminal investigations, detention operations, and combat operations, the Army will use the TAA and other force structuring venues to identify MP structure requirements. The Army will then resource in the optimum AC/RC force mix to support current and emerging worldwide mission requirements.

Military Intelligence

The military intelligence (MI) force structure is undergoing change and growth nearly as dramatic as the MP force structure. There is increased classified connectivity, analytical capability and human intelligence (HUMINT) in the modular brigades. The Army modular design eliminates MI brigades and battalions at corps and division.

MI capabilities are imbedded in modular maneuver units in an MI company of a brigade troops battalion and more robust intelligence sections across unit designs. An MI battalion is included as part of a BFSB, and the division analysis and control function of the MI battalion is resident in the main command

post of the modular division. Modular conversion represents a substantial increase in MI structure and an increase in HUMINT capabilities, analytic support and the ability to access sensitive compartmented information at the brigade level.

Army Signal

Army signal force structure is in the process of reorganization through multiple force design updates: the integrated theater signal battalion (ITSB); tactical installation and networking (TIN) company; JTF/JFLCC command, control, communications and computers (C4) packages and network operations (NETOPS) updates. These changes create a deployable, scalable, modular structure with standardized capability, equipment and training Army wide. The ITSB provides a multifunctional structure that significantly streamlines theater signal structure, reduces the requirement to task organize (“train-as-we-fight” dictum), and bridges the gap between the current and future signal architecture. The TIN company design adds/enhances network installation capabilities to the Army’s cable and wire companies (like cable TV and Internet service providers). The new design is flexible enough to resource the full spectrum of operations from major combat operations to small-scale contingencies to homeland defense operations. The NETOPS force structure update implements the three tenets of NETOPS (network management, information assurance and information dissemination management) in a tiered Network Operations and Security Center (NOSC) providing real-time, collaborative, integrated and seamless end-to-end management and defense of theater-level strategic and tactical networks for all Army global applications and information services. This is only the beginning of reshaping the Army signal force structure. Ongoing developments in signal structure below the corps

level are still being refined. The Army is leveraging technological developments in order to consolidate networks into fully integrated enterprise architectures for all Army forces.

Multicomponent Units

A multicomponent unit (MCU) combines personnel and/or equipment from more than one component on a single authorization document. The intent is to maximize integration of AC and RC resources in an austere environment. MCUs have unity of command and control similar to that of single component units. Under modular force conversion, MCU brigade and division headquarters (such as the ones in the Division XXI) were reorganized to component pure. However, CS and CSS units of echelons above the brigade continue to provide support to optimizing AC and RC resources. MCU status does not change a unit's doctrinal requirement for personnel and equipment, force packaging, or tiered resourcing. MCU selection is based on mission requirements, unique component capabilities and limitations, readiness implications, efficiencies to be gained, and the ability and willingness of each component to contribute the necessary resources. The Army continues to refine the mix of AC and RC in these units to make them more effective in support of mission requirements.

Army Space Forces

Army space forces are evolving as a result of changes to the Army's operational paradigm. Space capabilities are being pushed down and forward from the strategic and operational levels to the tactical level. Space capabilities and systems will enable the tactical warfighter with new communications, situational awareness, targeting, timing, missile-warning and environmental-monitoring capabilities. Wide-band, narrowband and protected satellite

communications, as well as satellite-based imagery, will be integrated into organic and direct-support systems in a seamless and transparent fashion. Net-centric capabilities and connectivity will move space-based/-enabled information to individual Soldiers. Army space personnel, previously assigned to only corps and above, will be part of the brigade, UEx and UEy. They will bring space access, planning and execution capabilities to the tactical warfighter. Additionally, the Army is developing a space cadre within the AC, RC and National Guard with principal duties that will include planning, developing, resourcing, integrating and operating space forces and systems. Development and employment of the space cadre will enhance space operational effectiveness and provide increased utility to the maneuver warfighter.

Generating Forces

Under Title 10, the Army's generating force has responsibility for providing the management, development, readiness, deployment and sustainment of the operating force (Figure B-14).

TAA06-11 was the first effort to deliberately capture and approve generating force requirements by Headquarters, Department of the Army (HQDA). The TAA11 generating force requirements conference quantitatively captured and validated manpower requirements against missions. The Army's generating force consists of approximately 2,400 units and is comprised of military, Department of the Army civilian and contract personnel. The generating force, like the operating force, is resourced within programmed end strength. Since both forces must compete for the same resource pool, management of workforce mix (military, civilian and contractor personnel) within the generating force is critical. Historically, the generating force has used

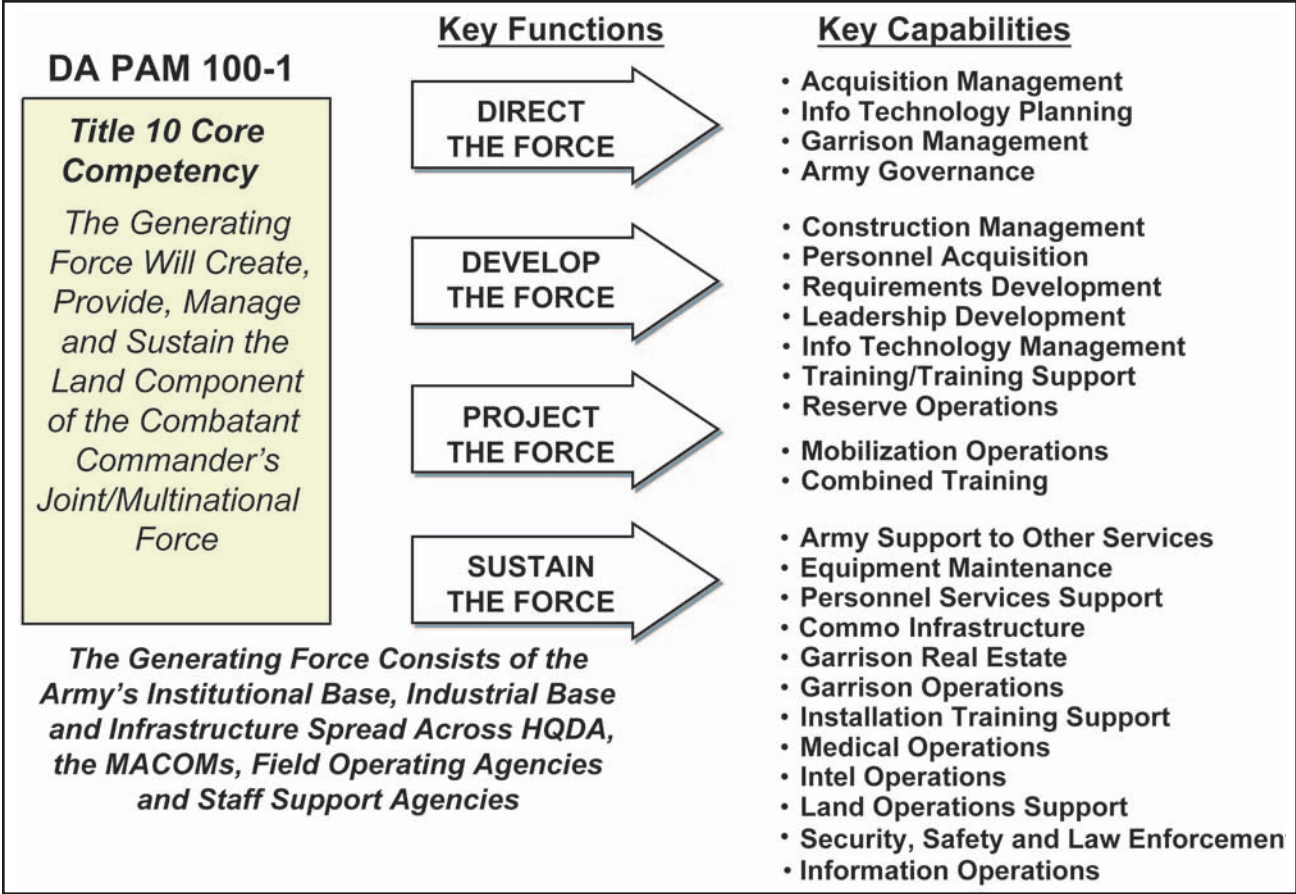


Figure 14. The Army's Generating Force

approximately 20 percent of the total military end strength across all three components.

Redesign of the institutional force is an integral part of the overall Army transformation strategy. In December 2001, the SECDEF announced his decisions on realignment of HQDA. This realignment began the process of transforming the management and command structure that supports the operational Army. The process of institutional Army reengineering continues with the following goals:

- Divest nonessential functions, remove unnecessary layering and duplication, consolidate functions, resource in the most cost-effective manner, and privatize/ outsource functions where applicable.
- Reallocate resources supporting core competencies, and fully integrate those

resources across the Army, other Services and DOD.

- Reduce acquisition cycles by at least half, anticipating the needs of future organizations; complete major acquisitions within three budget cycles.
- Create and sustain a customer-focused learning organization that evaluates itself, eliminates obsolete structures and designs better processes.
- Rapidly create and project an appropriate and capable force to any area of the world.
- Accomplish the reengineered generating force within the Army Vision.

Department of the Army Civilian Personnel

The civilian workforce is a cornerstone of the Army's CONUS-based, power-projection strategy. Civilians are major contributors to the Army's overall mission, occupying vital support positions in all Army operations including depot-level maintenance, supply, combat development, acquisition, training, medical care, research and development, and facilities operations. Department of the Army civilians provide stability and institutional knowledge regardless of the organizational level to which they are assigned, from senior management to administrative support.

With the overall tempo of Army operational deployments and mission requirements increasing, the civilian workforce decline of recent years will be reversed. In an effort to return more Soldiers to the operating force, the Army will convert approximately 6,800 military positions to civilian authorizations in FY05. Additional conversions are planned through FY09. The final structure of the Army's civilian workforce will be determined by decisions cur-

rently under review in support of the Army's transformation strategy.

Conclusion

The Army is a critical component of the joint team at war; we think of ourselves as indispensable and vital members of that team first, and as a Service component second. The Army remains aware that it always conducts operations—offensive, defensive, stability, and support—in a joint and expeditionary context. Prompt, sustained and decisive land combat power acts in concert with air and naval power to ensure a synergy that gives the Joint Force capabilities and power well beyond the sum of its parts. This joint interdependence is best served with the modular brigade-centric forces reorganized from FY04 through FY06 (increasing from 33 to 43). However, the job is not complete at the end of FY06. The Army will decide in FY06 if five additional BCTs are needed in the AC to meet global requirements, and it must continue to reorganize the RC forces into the brigade-centric forces required to support the combatant commanders.

